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ANNUAL  
REPORT  
ISSUE

# PANORAMA

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P15

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# PANORAMA

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# PANORAMA

FOR THE HAMILTON-WENTWORTH BUSINESS AND PROFESSIONAL COMMUNITY

VOLUME 12: MARCH 1986

## • INSIDE THIS ISSUE •

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★ OVERTIME:  
What your Chamber said to  
the Provincial Minister of Labour

★ THE  
UNEMPLOYMENT  
INSURANCE  
CONUNDRUM

★ SOME THOUGHTS ON  
QUALITY, ECONOMIC  
STRENGTH AND  
FITNESS

★ ANNUAL REPORT  
1985

AND MUCH, MUCH MORE!

# OVERTIME

RECENTLY MEMBERS OF THE CHAMBER MET WITH THE PROVINCIAL MINISTER OF LABOUR TO DISCUSS THIS ISSUE AND OTHERS. BELOW IS AN OVERVIEW OF WHAT WAS PRESENTED TO THE MINISTER ON THAT OCCASION.

The Hamilton Chamber is very much aware of the concerns re overtime being worked while large numbers of individuals are laid off, and the pressures on the Ministry to legislate change. We believe that employers in Hamilton, and indeed Ontario, are prepared to work with their unions and employees to reduce overtime wherever feasible. Accomplishing this goal, however, is a complex undertaking as there are many diverse factors contributing to overtime requirements. There is no quick-fix, and the Chamber is alarmed at any efforts to legislate a solution via amendments to the existing Employment Standards Act. Current legislation regulating hours of work and allowable overtime is comprehensive and serves the interest of the parties (employers and employees) very well.

Although it is our strong position that no changes be made to the existing Act, we welcome the establishment of a task force to carefully study the issue.

We believe that an analysis of the overtime "problem" will show that it is not caused by employers subjecting workers to excessive hours of work for the purpose of avoiding additions to staff and thereby increasing profits.

Rather, it is caused by unpredictable and inconsistent factors such as:

- Absenteeism
- Market conditions (just in time deliveries, less than economic order quantities)
- Emergencies
- Equipment breakdowns
- Training requirements

Just as there are a variety of unpredictable factors which necessitate overtime, so too are there a variety of factors which act as impediments, obstructing employers' abilities to significantly reduce overtime levels. Some of these include:

1. The unpredictable nature of absenteeism and some market conditions.

**"INNOVATIVE SUGGESTIONS TO CHANGE EXISTING TERMS AND CONDITIONS OF EMPLOYMENT SO AS TO REDUCE OVERTIME ARE OFTEN MET WITH STRONG OBJECTIONS FROM TRADE UNIONS OR EMPLOYEE GROUPS."**

Although for an employer an average trend may be identified as to the total amount of absenteeism one cannot predict which person, on which job, for how long will the absenteeism occur. This combined with the contractual limitations in many unionized companies with respect to flexibility of work assignments, inhibits the ability of employers to effectively schedule permanent solutions to temporary labour requirements.

2. Innovative suggestions to change existing terms and conditions of employment so as to reduce overtime are often met with strong objections from trade unions or employee groups.

Objections have been encountered to such approaches as:

- converting regular weekend overtime requirements to new full time positions
- assignment of laid off workers to temporary work assignments
- expanding the traditional scope of existing job assignments

3. U.I. benefit regulations — There is little incentive for a person to consider temporary work (in lieu of regular employees performing overtime) which will then offset U.I. benefits.

By using a rather simplistic formula it has been suggested that the hours of overtime work in Ontario represent the equivalent of "X" full time jobs. We sincerely wish that such a conversion could be easily made. The factors listed above however, mitigate against this. It is simply not feasible to

replace existing overtime requirements with employment provided to newly hired staff.

What we are attempting to point out, Mr. Minister, is that in the manufacturing sector, each of our jobs is dependent upon producing a quality and cost-competitive product that must be delivered to our customers on time. When all is said and done, overtime is a necessary component of this requirement, and matters such as uneven ordering and emergency requirements by our customers must be particularly addressed.

We are hesitant to over-dramatize this point, but we cannot lose sight of the fact that many of our members must compete in the national and international arenas and cannot afford unduly restrictive legislation in the provincial arena.

Not only does the current legislation provide strong safeguards against excessive overtime and other abuses in this area, but the vast majority of collective agreements place strong restraints on the employer in scheduling and assigning overtime work. Provisions pertaining to procedures which ensure overtime is shared equally amongst those willing to work, premium pay in excess of legislative requirements and limits on hours of work, certainly restrict the employer from unwittingly or otherwise flagrantly abusing the rights of employees in this regard.

We are very concerned that any major changes to the existing legislation will only further impede employer's ability to operate in an efficient and cost effective manner which is so essential to the organization's viability and competitiveness in today's global market.

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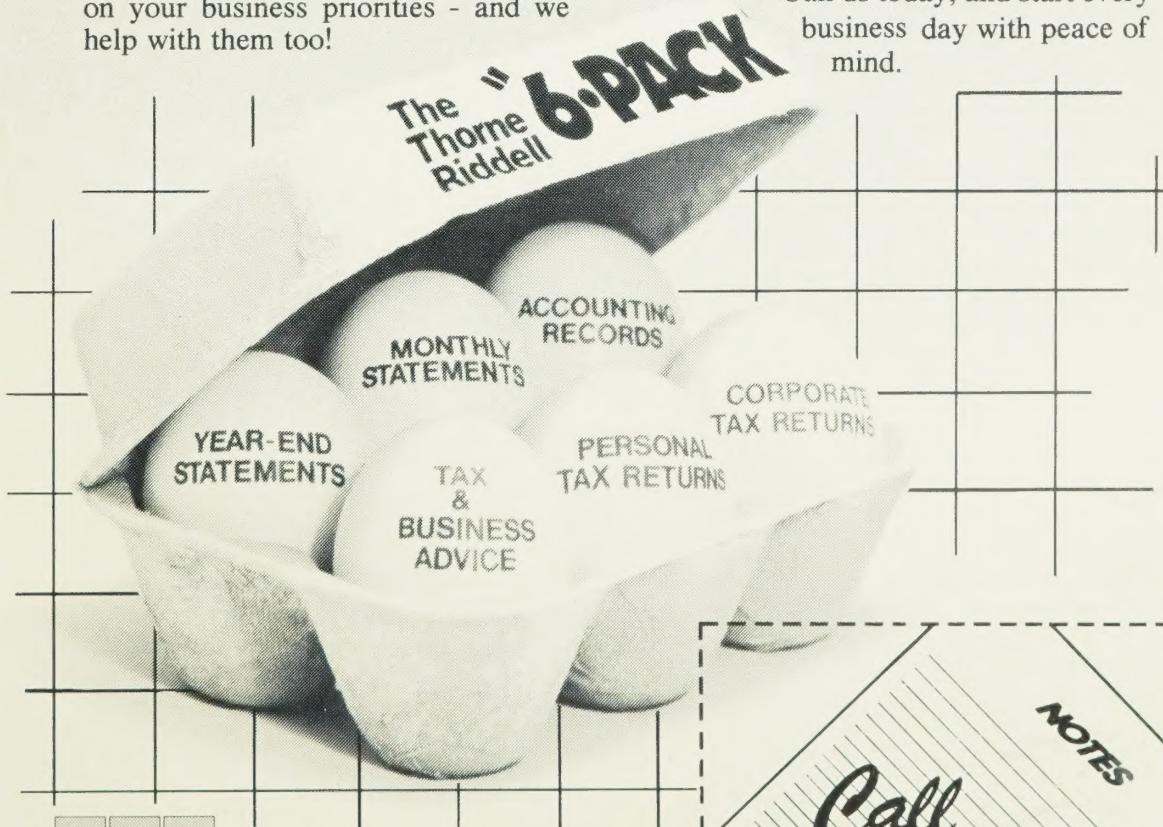
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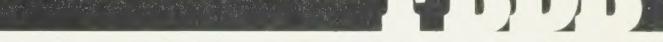
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## *All those in favour say "HIRED"*

### **Rob C.**

Currently in grade 12 at Sir Winston Churchill, Rob is looking for a part time job working with computers. He has excelled in his computer classes at school and intends to pursue computer work as a career. Rob is personable, dedicated and eager to learn . . . a potential asset to any company.

### **Lynn M.**

A recent graduate of a flower arranging course in Norway, Lynn is looking for work in a flower shop as a sales clerk/floral designer. Lynn is friendly, nineteen years old, eager to learn and to utilize her art and floral design education in a full time capacity.

Last month we previewed the summary resumes of four young people looking for work. Three of them are currently employed and the fourth is almost there!

If you are looking for someone, or one of your colleagues is, that sounds like one of the clients featured today, call Wendy Caron at the Youth Employment Centre, at 522-4902.

### **Joe V.**

Experience working with a plumber and a carpenter has given Joe a handful of skills to offer an employer. Joe has experience operating a pipe cutting machine, skill saw, power hammer, sander and most hand tools. He has an excellent reference from his previous employer, and is a diligent and dependable worker.

### **Rob M.**

At sixteen years of age, Rob is actively seeking his first full time job. While attending Delta High School, Rob studied woodworking, auto servicing and architectural drafting. Rob is interested in training with a company in these or other related positions.

## **FUTURES**

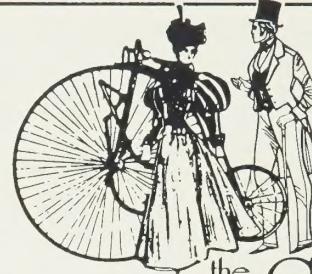
There's a program called FUTURES. It's designed to make small business feel big. If you need a young person in your business, and are prepared to put a thorough training plan, including supervision, together, you may be eligible for the FUTURES program. The Hamilton Youth Employment Centre can subsidize the young person at 100% for 16 weeks. Beyond that, if the young person works out, he goes on your payroll!

If you're interested, call the Youth Employment Centre at 522-4902 and ask for Patti Stirling.

## MEMBERS MAKING NEWS!

- The photo profile on page 6 of this issue of PANORAMA is of Regional Police Chief ROBERT E. (Bob) HAMILTON. Over the years the membership of the Chamber has taken great pride in the Department and has been as supportive as possible of its programs. We wish Chief Hamilton and his men well as they continue to perform a tough, demanding service for our community.
- ANTHONY (Tony) BUTLER, well-known to many Chamber members for his architectural expertise, has been elected President of the Ontario Association of architects. The association has a membership of 3,000.
- The HONOURABLE LINCOLN M. ALEXANDER (better known as just plain Linc to many of us), the Lieutenant Governor of Ontario, is the new Honourary Patron of the ART GALLERY OF HAMILTON.
- Former Regional Chairman ANNE JONES has returned to the Hamilton Branch of Canada Life. She has been associated with the company for 24 years.
- JAMES D. NOWLAN, General Manager, Stelco Credit Union, recently announced that the Ontario Ministry of Consumer and Commercial Relations has given approval for that Credit Union to expand its Bond of Association thereby permitting a broadening of its membership base. Founded in 1939, this Credit Union has almost \$125 million in assets and is one of the largest in the province.
- JAN JENNINGS, formerly of NORDAIR, has joined FIVE SEASONS TRAVEL as company Vice-President. She promises to continue her record of providing quality service to her customer needs.
- LEN SALTMARSH, Hamilton's Fire Chief, has been appointed President of the Canadian Association of Fire Chiefs. Besides being the city's Fire Chief he also shoulders responsibilities for fire coordination throughout the region.
- If you have any suggestions which would assist McMaster with its up-coming Centennial celebrations write to JOHN WEAVER, Department of History, McMaster University, Hamilton, Ontario L8S 4L8.
- The HAMILTON AUTOMOBILE CLUB continues to grow. Recently it opened a new Burlington office to provide more spacious and comprehensive facilities to its membership in that community.
- DENNIS L'AMI, General Manager of LAPP INSULATORS INC., continues to report good news about the recovery of that plant. \$5 million was the first year investment by the company for plant and equipment up-grading. He expects it will be two years before the plant is completely modernized.
- Small business success stories shouldn't amaze us anymore, but they do. An outstanding example is STIRLING PRINT-ALL. Started in 1974 by President BOB STIRLING, it has grown within its means and market to the point where its name and logo are familiar to just about every resident of the region. The company now employs 50 eager professionals.
- DERMOT NOLAN (Nolan, Nolan & McLean) has been elected Chairman of the Hamilton Public Library.

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## ANNUAL MEETING

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★ BUSINESS MEETING 5:00 P.M. ★

★ 'NO HOST' RECEPTION 5:30 P.M. ★ DINNER 6:30 P.M. ★

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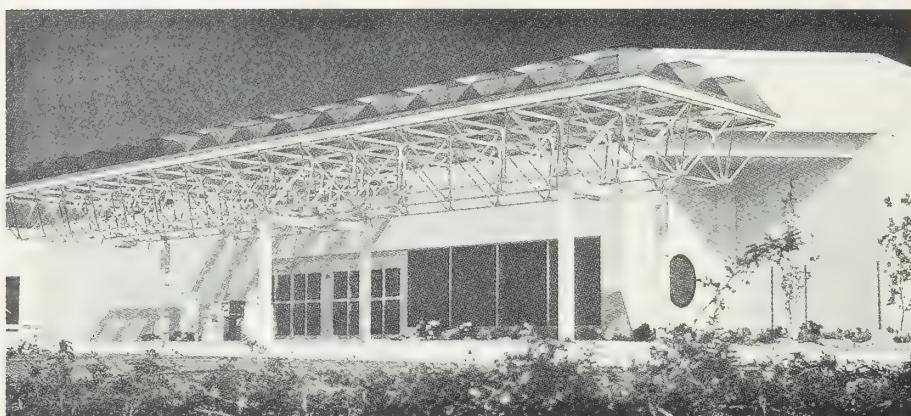
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THE CELEBRATION BEGINS

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# MAC'S 100TH

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The 100th Anniversary of McMaster University finds it one of the strongest teaching and research institutions in Canada. Founded by the Canadian Baptists in 1887 and endowed by the estate of Senator William McMaster, the University originally was situated in Toronto with affiliated colleges in Woodstock and Brandon. McMaster moved to Hamilton in 1930 and here it has enjoyed warm and diversified connections within the heartland of Southern Ontario. Roughly two thirds of its students are drawn from the Golden Horseshoe alone. Assistance from the city of Hamilton and local business helped to launch and fortify several important programmes in the University. Governed by Baptists until 1957, the University accepted students of all denominations and devoted itself to theology, literature, the arts and natural sciences. From early on, statements stressed the freedom on inquiry and

the spirit of research which extend the boundaries of knowledge.

McMaster is the only Canadian university to have a nuclear reactor for research purposes. Its library was the second in Canada to be named to the North American Association of Research Libraries. Per capita research grants in several of the Faculties are among the highest in Canada. Its unique approach to Health Sciences education is internationally renowned. Similar outstanding strengths exist in a wide selection of study areas in the Humanities, Social Sciences, Business, Engineering, Medicine, Nursing, Physical Education, Social Work, and the McMaster Divinity College.

The University, affectionately known as "Mac", now embraces over 46,000 alumni who provide continuing support with advice and funding as well as a variety of educational and cultural programmes. The

McMaster community also includes approximately 11,000 full-time degree students, 6,000 part-time degree students, 1,180 full-time staff members, 920 full-time faculty members, and hundreds of part-time employees. The Board of Governors of the University includes a representative of the Queen as well as citizens of Hamilton and Ontario who are prominent in many fields.

McMaster has been characterized by outstanding research, innovative teaching, and dedication to the unfolding of knowledge through the institution of the university. In keeping with its historic values, McMaster progresses into its second century honouring its cherished responsibilities for learning and cultural transmission, for pursuing new knowledge, and for promoting a broad education that strengthens a free society.

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**COST OF LIVING UP.** The Consumer Price Index for December 1985 was 129.5, an increase of 0.5% above the November figure of 128.9 and stood at 4.4% above the December 1984 level of 124.1. The foregoing figures are calculated on a time-reference base of 1981 = 100. The index for November 1985, based on the 1971 = 100 time reference period, was 306.8.

**INDUSTRIAL PRODUCTION DOWN.** The seasonally-adjusted index of industrial production decreased 0.2% in September 1985 to 148.5 from the revised August level of 148.8. This figure is calculated on a 1971 weight and reference base.

**WEEKLY EARNINGS UP.** Average weekly earnings at the industrial aggregate level in September 1985 were \$423.02, up 0.7% from the revised August figure of \$420.08, according to a preliminary estimate based on a sample survey of reporting units.

**UNEMPLOYMENT DOWN.** In December 1985, the number of unemployed persons totalled 1,238,000, a decrease of 8,000 from a month earlier. The number of persons without jobs constituted 9.8% of an active labour force of 12,577,000. The employment level in December was 11,339,000. The seasonally-adjusted unemployment rate for December was 10.0%, down from 10.2% in November.

**LABOUR INCOME UP.** Total labour income for the month of October 1985, not adjusted for seasonal variations, was estimated at \$21,385.2 million. The latest figure represents an increase of 7.4% from the revised October 1984 level of \$19,906.8 million.

**STRIKES AND LOCKOUTS UP.** The time lost from the 177 work stoppages recorded for April 1985 amounted to 249,900 person-days, an increase from the 228,190 person-days lost from the 130 work stoppages during April 1984.

# YOUR CHAMBER'S POSITION

## THE UNEMPLOYMENT INSURANCE CONUNDRUM

*RECENTLY MEMBERS OF YOUR CHAMBER APPEARED BEFORE THE UNEMPLOYMENT INSURANCE COMMISSION WHICH WAS HOLDING HEARINGS IN HOLIDAY INN OF HAMILTON.*

*THE COMMISSION WAS INTERESTED IN THE VIEWS OF ORGANIZATIONS SUCH AS YOUR CHAMBER, AS TO HOW AND WHY THEY WOULD LIKE TO SEE THE U.I. SYSTEM CHANGED.*

*THE FOLLOWING IS AN OVERVIEW OF WHAT YOUR CHAMBER RECOMMENDED TO THE COMMISSION.*

*AT THE CONCLUSION OF THE PRESENTATION BOTH COMMISSIONERS IN ATTENDANCE WERE EXTREMELY COMPLIMENTARY OF THE CONTENTS OF THE SUBMISSION.*

### RECOMMENDATIONS:

1. The U.I. system should provide stronger encouragement to individuals to return to the work force as quickly as possible. This could be accomplished through some form of incentive to those who successfully complete their job search. The emphasis should be placed on return to work rather than waiting for the "ideal" job. One can continue to seek a more rewarding job even while working regularly. By so doing it will minimize the financial burden on the U.I. fund.

### ACTION REQUIRED:

It is recommended that where an individual qualifies to receive U.I. benefits and accepts employment where the rate of pay is less than 125% of the U.I. benefit, that individual will be eligible to receive a payment from the U.I. fund equivalent to 25% of the amount that would otherwise have been paid to the individual throughout the balance of the benefit period. This payment may be in the form of a lump sum or extended payments. Recipients of this payment would not be eligible to reapply for U.I. benefits until they had worked for the normal qualifying period plus the number of weeks represented by the payment.

(See Appendix 'A' for examples)

2. To continuously stress that the responsibility of a successful job search rests primarily with the unemployed individual, there be greater access to job search training programs and/or job skill improvement programs and unemployed individuals be strongly encouraged to attend and participate in these programs.

### ACTION REQUIRED:

A Counsellor with knowledge of both the benefit side as well as the employment side be assigned to work with unemployed individuals. In this way a counsellor will become more knowledgeable of individual skills, job marketability, job efforts and available jobs of a suitable nature.

3. The U.I. program return to its original intent; that of an insurance fund to provide protection to individuals who suffer the loss of income due to job loss of a permanent or seasonal nature.

### ACTION REQUIRED:

Where a situation results in loss of income due to job interruption such as pregnancy leave, sickness, injury, quarantine, etc. the person be treated under other more appropriate assistance programs.

4. In the case of voluntary resignation, the action to place oneself on the list of unemployed is deliberate and voluntary. Less consideration should be given to those who quit jobs without having alternate employment to go to. A change is needed to place the responsibility for employment back on the individual where it rightfully belongs.

Termination for cause results from a disciplinary process in industry which penalized an individual for misconduct. In all cases the behaviours which drive the process are controllable by the individual. The responsibility for losing the job clearly rests with the individual. Less consideration reflected in a longer disqualification period should be given to those who lose jobs in this way.

### ACTION REQUIRED:

Extend the current disqualification period for those who voluntarily resign or are terminated for cause beyond the current six weeks. To do so may cause the individual to seriously consider any decision to voluntarily leave present employment or act in a manner which could result in termination for cause.

5. If the primary purpose of U.I. benefits is to assist individuals who suffer a severe financial setback due to job loss, then it is difficult to understand justification for a three week payment to individuals who retire upon reaching age 65.

### ACTION REQUIRED:

Discontinue this payment as it seems inconsistent with the principles involved.

(continued page 17)

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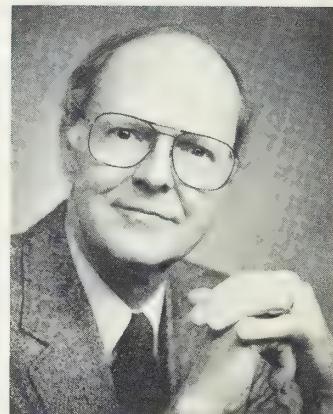
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# UNEMPLOYMENT INSURANCE CONUNDRUM

(continued from page 15)

6. Employers providing A & S benefits to their employees are eligible for a reduction in U.I. premiums provided the insurance plan meets the criteria laid out in the U.I. regulations.

#### ACTION REQUIRED:

Employers who do not provide sufficient A & S coverage should be strongly encouraged to do so. This encouragement could be provided by U.I.C. more actively promoting the availability of these incentives and might even give consideration to improving the rebate (or reduction in premiums) currently passed to employers providing this coverage. We are encouraged by the recent changes in U.I.C. legislation which allows employer prerogative in selecting the class of employee eligible for this premium reduction.

The recommendations put forth have been designed

- 1) to encourage unemployed individuals to aggressively seek new employment by rewarding their successful efforts. If the objective — to significantly reduce the period of time one is claiming U.I. benefits — is achieved, than the total payout of U.I. funds per individual will be reduced
- 2) to reduce the number of claimants resulting from voluntary withdrawal from the workforce by penalizing this behaviour at a time when financial burdens on the fund are already excessive
- 3) to reduce or offset benefits paid for reasons other than job loss

#### APPENDIX 'A'

Max. Benefit — \$300 x 50 weeks = \$15,000

Finds work after 20 weeks

Benefit paid for 18 wks @ \$300	5,400
Lump sum payment	2,400
(equivalent of 28 weeks)	\$7,800

Pay rate be less than — \$375

Previous pay rate would be — \$495 (75% of previous pay level)

Finds work after 4 weeks

Benefit paid for 2 weeks x \$300	600
Lump sum payment	3,600
(equivalent of 16 weeks)	\$4,200

Finds work after 8 weeks

Benefit paid for 8 weeks x \$300	2,400
Lump sum payment	3,300
(equivalent of 19 weeks)	\$5,700

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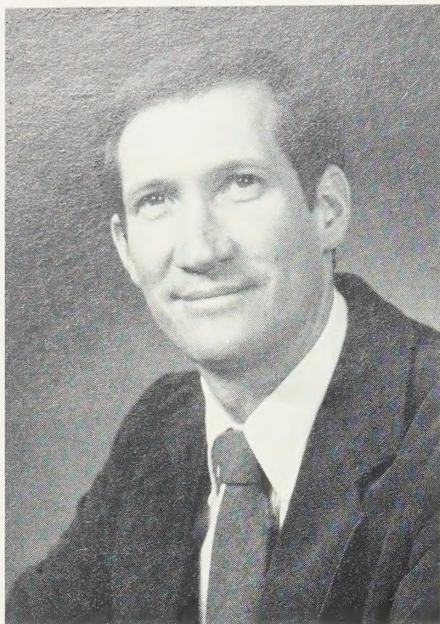
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# SOME THOUGHTS ON QUALITY, ECONOMIC STRENGTH AND FITNESS

LAURENCE HEWICK,  
PRESIDENT,  
TWO PLUS TWO MANAGEMENT INC.

At the December 12 Chamber of Commerce dinner, Peter Gordon spoke to us on the importance of quality in our educational, commercial and industrial systems. Much was also made of 'Brand X's' connection between the product of steel and the strength of people. Sitting there I could not help but connect this quality image to the fitness of people. Surely, if our industrial and commercial history has taught us anything, it has taught us that the long term quality of our economy is directly related to the mental and physical strength of our people. It is this economic strength of our people, as reflected by their fitness, that I should like to share some thoughts.

The post war years of the 1950's and 1960's were great advancement years for the educational, industrial and commercial sectors of our economy. The results of these advancements placed Canada in the top ranks of the world's 21 developed nations and we were viewed as a leading economic nation. Unfortunately, we neglected to develop the fitness of our people and surveys indicated Canada was ranked as one of the least fit nations in the world. This lack of fitness created liabilities which ranged from high health costs to low vigour and low productivity. These deficits were reflected in our business activity and were demonstrated in higher costs which were associated with high employee absenteeism and turnover.

In the 1970's something happened to Canadians, suddenly we became aware of our lack of fitness and its role in our economic and social lives. A catalyst to this transition were efforts of Participation. This group embarrassed us with their famous 15 second TV spot which told us 'the average Canadian at age 30 is not as fit as the average Swede at age 60'. The impact of

this ad, which was only shown six times, was sudden and hard. It drew attention to our bodies and started us thinking of fitness. There were many other social and political factors that were at work to draw our attention to the important link between fitness and productivity. But it must be remembered that the 1970's transition between an unfit people to a fit people was made primarily by the people themselves. Commerce and industry were still caught

inmerce cannot continue to give lip-service attention to this need. It must support its people and their efforts. A change of thinking is required. Perhaps a realization that the pens which are whipped out to sign a donation cheque to the hospitals for health care could yield a long term higher return if they were applied to preventative medical costs, as reflected in employee and community programs to encourage fitness.

I join with the educational, commercial

**"CANADIANS HAVE MOVED FROM A NATION WHERE 10 YEARS AGO LESS THAN FIVE PERCENT OF THE PEOPLE EXERCISED ON A REGULAR BASIS, TO A NATION WHERE MORE THAN 40 PERCENT EXERCISES REGULARLY."**

up in the concern for production and profit and were only giving lip-service to the need to understand the relationship of people quality, strength and fitness.

In the 1980's the fitness boom continues. Canadians have moved from a nation where 10 years ago less than five percent of the people exercised, on a regular basis, to a nation where more than 40 percent exercises regularly. There are great economic benefits to be gained from business and commerce supporting fitness. Again Participation has shown that every one dollar invested in employee fitness can yield a three dollar return. This return is reflected in reduced health costs, lower absenteeism, increased morale and increased productivity. From a review of business statements, I can only summarize that there are few other investments that can yield a 300 percent return. In the future business and com-

and industrial community in thanking Peter Gordon for his contributions and drawing our attention to the quality of product and people. But I stand, and perhaps selfishly so, to ask Mr. Gordon to expand his community work and to carry the fitness needs of the people to the employers and show the long term economic benefits that can be produced from a committed relationship between quality, strength and fitness.

Laurence Hewick, Ph.D.

Laurence Hewick is President of Two plus Two Management Inc., an avid runner, and strong proponent of employee fitness. Laurence is head of the organizing committee which is trying to bring a world class marathon to Hamilton.

# Eighth grade drop in



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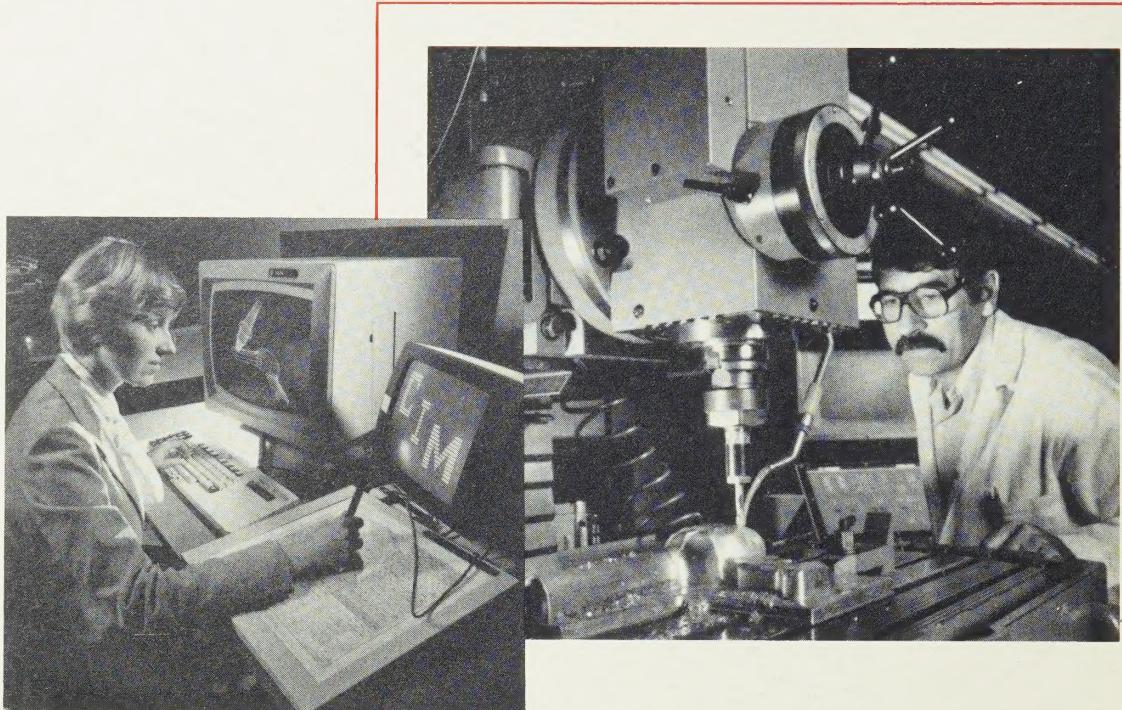
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